

'96 JustWorks Initiative: Customer Service Quality Olympiad

Focus

Employees in the Immigration and Naturalization Service's (INS') Houston District Office developed the Customer Service Quality Olympiad to provide better service to its estimated 1,500 daily district office customers. The Olympiad included a phased approach to select "coaches" from management and supervisory ranks and "team leaders" from staff personnel for team dynamics and empowerment training.

Participating Organization

Houston District Office, Immigration and Naturalization Service

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Overview

This initiative has contributed to the empowerment of district personnel to make those daily decisions that result in a more efficient and effective organization. Feedback from both employees and customers is solicited for the purpose of fine tuning service delivery processes.

Results

- The Olympiad streamlined district functions, such as those associated with personnel and administration, forms and information, applications and adjudications, and inspection and law enforcement processes.
- It increased the number of customers served by 35 percent.
- Customer complaints decreased from 30 to fewer than 10 filed during an 8-month period (a 70-percent reduction).
- New partnerships were created among INS and various community organizations for the promotion of citizenship.
- Nine community citizenship centers were designated to provide Houston's immigrant community with services in this critical area.

'97 JustWorks Initiative: Small Ports Inspection Program

Focus

It is not cost effective to operate and staff the many small, remote ports-of-entry on the U.S. northern border 24 hours a day. The Small Ports Inspection Program provides an alternative solution for people who live in the area and cross the border on a regular basis.

Participating Organizations

Immigration and Naturalization Service; U.S. Department of Transportation; and
U.S. Customs Service, Department of the Treasury

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Overview

Travelers living near remote ports-of-entry on the U.S. border sometimes must cross the border after the ports close. For instance, the local hospital might be on one side of the border and the grocery store on the other. With limited port hours, residents wishing to cross the border must drive long distances out of their way to larger 24-hour ports. The Small Ports Inspection Program is based on remote visual inspection systems and smart-card verification technologies. A series of pilot programs at different ports use various combinations of automated systems that read license plates and biometric identifiers such as voices and fingerprints. Town hall meetings with the residents of each port will help determine the best and most reliable techniques.

Results

- One inspector carries out the inspections and law enforcement functions for both the Immigration and Naturalization Service and U.S. Customs.
- Residents of Scobey, Montana, the first location, enthusiastically support the system and have made practical recommendations as well.

'98 JustWorks Initiative: INS Application Support Centers

Focus

As part of an effort to increase response time and offer "one-stop shopping" for applicant fingerprint services, the Immigration and Naturalization Service (INS) Application Support Centers (ASCs) provide accessibility and incorporate new technology while ensuring integrity, efficiency, and oversight.

Participating Organization

Immigration and Naturalization Service

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Overview

ASCs are designed to meet the varied needs of INS customers. ASC sites were selected based on alien population density; additionally, ASC mobile units have been established for hard-to-reach populations. The combination of permanent ASCs and mobile fingerprinting units will enable 92 percent of all naturalization applicants to be within 25 miles of an ASC. A diversity of team members, together with a streamlined fingerprint system and a fully automated process, have produced extraordinary gains in efficiency and productivity.

Results

- The time it takes the INS to fingerprint naturalization applicants and submit the data to the FBI has been reduced from 30-60 days to just 2 weeks.
- Increased reliance on automation means that district office employees are no longer responsible for clerical processing and have resumed their adjudication duties.
- The new system has eliminated the need for oversight maintenance of the 3,700 sites that used to perform fingerprinting services under old procedures, resulting in reduced costs.
- Automated quality assurance and verification checks performed before an applicant leaves the fingerprint site reduces the need for reprints and the time to complete FBI background checks.

'96 JustWorks Initiative: Criminal Alien Parole and Probation Program

Focus

The Immigration and Naturalization Service (INS) Reno, Nevada, sub-office teamed with the Nevada Department of Parole and Probation to create a process to locate, arrest, and remove criminal aliens from northern Nevada.

Participating Organizations

Reno Sub-Office, Phoenix District Office, Immigration and Naturalization Service; and the State of Nevada

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Overview

Before this initiative, which combined resources of both the Federal Government and the State of Nevada, the INS often found it difficult to locate, arrest, and remove criminal aliens. Today, criminal agents from the INS and Nevada use the Criminal Alien Removal Program (CARP) to more easily locate, arrest, and remove from the United States criminal aliens who are on probation or parole in Northern Nevada. The process includes two components: (1) CARP, which identifies criminal aliens currently on probation or parole who may be amenable to deportation and the start of proceedings; and (2) a Fugitive Interdiction Strike Team (FIST) that locates and arrests "high threat" criminal fugitives who have violated their parole, are sought for

violent crimes, or are criminal aliens who have failed to report for deportation. State parole and law enforcement officers receive training in INS operations.

Results

- The program has increased criminal alien apprehension by more than 50 percent. When FIST first started operating, 70 criminal fugitives were arrested within 9 days. Eight percent were linked to violent crimes or serious drug offenses, and about two thirds were deportable aliens.
- The remarkable success of this collaborative Federal and state government effort prompted the State of California to adopt a similar program.

'97 JustWorks Initiative: INS Passenger Accelerated Service System (INSPASS)

Focus

The Immigration and Naturalization Service (INS) performs about 500 million inspections a year at land, sea, and air ports-of-entry. To ease Immigration Inspectors' workloads and reduce inspection time for pre-enrolled, low-risk, frequent travelers, the Office of Inspections used technology to streamline the inspections process.

Participating Organization

Immigration and Naturalization Service

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Overview

The INS Passenger Accelerated Service System (INSPASS) resulted from the search for ways to alleviate Immigration Inspectors' workloads and shorten the inspection process for prescreened travelers arriving at international airports. The vast majority of people entering the United States visit for legitimate business or tourism purposes, and many enter several times a year. The automated system in the INSPASS kiosks at the Toronto, Newark, and Kennedy International Airports uses biometric technology. The system performs the entire inspection and updates the person's travel history in seconds. By removing INSPASS travelers from the visual process, Immigration Inspectors can handle larger numbers of travelers and concentrate on unknown and higher risk travelers, thereby improving security. For its impact on customer service, INSPASS won the 1996 Federal Technology Leadership Best of the Best Award.

Results

- INSPASS cardholders complete inspection in as little as 15 seconds, as opposed to previous waits of up to 45 minutes.
- Inspectors spend more time inspecting higher risk travelers.

'97 JustWorks Initiative: Mexican Interior Repatriation Program

Focus

Daily transporting large numbers of illegal aliens back to Mexico requires a detailed tracking system for statistical, analytical, and law enforcement purposes. The U.S. Border Patrol (USBP) developed a series of automated, interrelated databases to manage information connected with housing, monitoring, and transporting these aliens.

Participating Organizations

San Diego Sector, U.S. Border Patrol; and the Immigration and Naturalization Service

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Overview

The San Diego Sector, USBP, apprehends between 300,000 and 500,000 illegal aliens a year. These undocumented migrant workers are left stranded along the U.S./Mexico border. The Mexican Interior Repatriation Program (MIRP) is a humanitarian effort to transport aliens back to their homes in Mexico. It is also a law enforcement effort to prevent crime along the border. With MIRP, an illegal alien's biographical data, photograph, and fingerprints are entered into an on-line, real-time database that tracks an individual's data and custody information at all times.

Results

- MIRP has saved hundreds of thousands of dollars by reducing the likelihood of tort claims.
- More than 35 alien drug smugglers were prevented from entering the United States in a 1-month period.
- The automated system saves time and eliminates unnecessary work by immediately providing identification data from a national database in Washington, DC.

'98 JustWorks Initiative: INS Institutional Hearing Program

Focus

The Institutional Hearing Program (IHP) unit of the Phoenix District Office, Immigration and Naturalization Service (INS), identifies and processes deportable criminal aliens for removal while they are serving their sentences in the Arizona prison system.

Participating Organizations

Phoenix District Office, Immigration and Naturalization Service; and Arizona Department of Corrections

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Overview

Before this program was implemented, criminal aliens served out their sentences in state custody and, upon release, were turned over to the INS where they continued to be detained for lengthy deportation and removal proceedings—at great expense to the government. The IHP program remedied this problem by locating and identifying the criminal alien as soon as possible after sentencing. INS can then place the alien into removal proceedings and obtain a final order of removal, even while the individual remains in state custody. The benefits in terms of fiscal and personnel resource management are substantial.

Results

- The IHP program has saved taxpayers hundreds of thousands of dollars in detention costs.
- The new procedures have netted a productivity increase of 133 percent. In fiscal year (FY) 1996, before the new procedures, the unit completed 920 cases. By the end of FY 1997, 1,913 cases were completed. A backlog of 800 unprocessed cases was totally eliminated by August 1997.
- Since September 1996, a full 100 percent of deportable aliens identified by the IHP have been processed for removal proceedings, meaning no criminal aliens were released to the streets.
- Phoenix IHP staff have made exemplary use of the new streamlined processing tools provided by the Illegal Immigration Reform and Immigrant Responsibility Act of 1996 (IIRIRA). Staff have been asked to provide training for other officers within the district, region, and throughout the United States.

'97 JustWorks Initiative: FOIA/PA Information Processing System

Focus

The manual process for responding to Freedom of Information Act/Privacy Act (FOIA/PA) requests could not keep up with the case load and caused frustrating waits for requestors. A team of FOIA/PA specialists and computer systems analysts implemented a technical solution that transformed the office and improved service to the American public.

Participating Organization

Immigration and Naturalization Service

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Overview

The manual process for responding to FOIA/PA requests was paper-intensive, requiring multiple copies of original papers. It was especially weak in tracking cases. A backlog of files grew and requestors became more frustrated. To address the problem, a team of FOIA/PA specialists and computer systems analysts worked together to transform the office into a computer-based information management system. The dramatic elimination of paper processing frees employees to focus on the task of processing information instead of copying and moving documents. Employees decide how to process requests with a system that reacts to their decisions. This new system gives better customer service to requestors, is more efficient, and manages all cases (whatever their stage of completion).

Results

- FIPS manages the cases, and the FOIA/PA specialists are free to process the information.
- Requestors receive their information in a timely manner.
- The system helps supervisors reallocate personnel to tasks as needed.
- FIPS electronic document storage complies with the electronic-FOIA legislation of 1996.

'96 JustWorks Initiative: Record of Interception Program

Focus

An office of the Immigration and Naturalization Service (INS) in Texas substantially streamlined the processing of mala fide applicants (e.g. excludable aliens) not being processed for administrative and/or criminal proceedings. The team redesigned the forms used in the process and reduced the time needed to process these applicants.

Participating Organization

El Paso District Office, Immigration and Naturalization Service

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Overview

In July 1995, a team from the El Paso Del Norte District Office of the INS developed an expedited procedure for processing mala fide applicants. Rapidly increasing numbers of mala fide applicants were consuming more INS employee time than could be afforded for one INS function. To deal with the work overload, the team reengineered the way it processed these

applicants. The team discovered that it needed less information from each applicant than was required by INS Form I-213, "Record of Excludable Alien," and associated forms. The 10-person Record of Interception (ROI) Team eliminated steps from the process and devised a new data-gathering technique. They shortened the time needed for processing applicants while satisfying recordkeeping and identification requirements.

Results

- Where it once took 1 hour and 45 minutes to process a subject, today the process takes 15 minutes or less.
- During a 30-day test, 898 cases were processed. In the past, 359 (about 40 percent) of the cases would have necessitated filling out many forms. Using the new ROI procedures, the team saved the INS 67 staff days.